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The ADMINISTRATIVE BULLETIN



A PUBLICATION DEVOTED TO THE BUSINESS
AND PERSONNEL ACTIVITIES OF THE
U.S. DEPARTMENT OF AGRICULTURE

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The Administrative Bulletin

Issued by the Office of Personnel and Business Administration, of the United States Department of Agriculture, in cooperation with the Department's Bureaus and Offices and distributed solely to employees of the Department. THIS MATERIAL IS NOT FOR PUBLICATION.

Dr. W. W. Stockberger,
Director of Personnel and Business Administration.

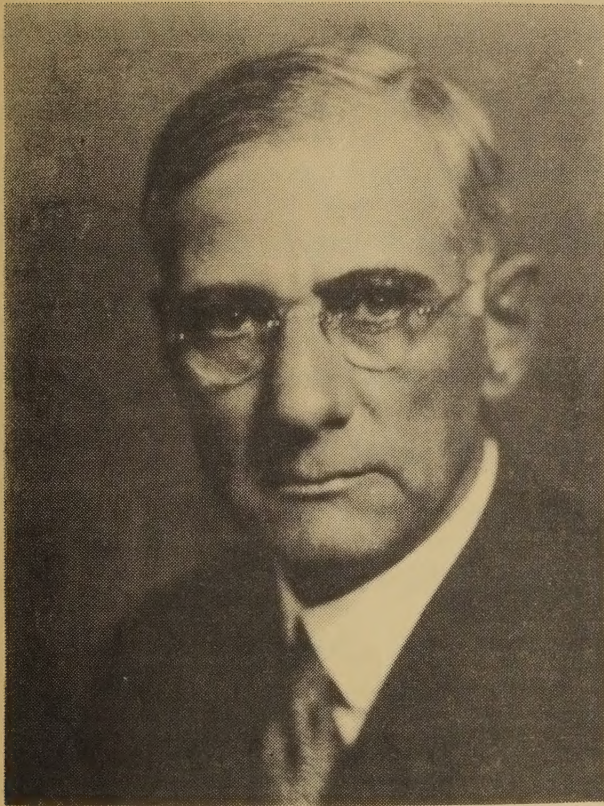
W. N. Rehlaender,
Chief, Division of Organization and Classification.

John R. Deatherage, Editor.

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Address all communications to:
THE ADMINISTRATIVE BULLETIN,
Office of Personnel and Business Administration,
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Washington, D. C.



Is The Federal Government A Business?

By Arthur M. Hyde,
Secretary of Agriculture.

The opinion is frequently expressed that the Federal Government is not a business.

I agree. Its motive is service. The motive of business is, of necessity, profits. But I am unwilling to concede that in providing service, the Federal Government can not compare favorably with the highest type of private enterprise in efficiency and in the impulse for achievement.

It seems logical that the largest organization of its kind in the world, the United States Government, should appropriate new and improved methods evolved by the business world and apply them to the administration of the Nation's affairs. The use of these methods should prove as effective in the management of Government as in private enterprise. I

heartily approve any movement designed to keep the Department's administrative officers well-informed of advancement in the realm of non-governmental business. It is fully as important for a man dealing with personnel to know the best thoughts of administration and a man dealing with finance and property to be well-grounded in the field of business as it is important for a biologist, chemist or other scientific worker of this Department to keep abreast of scientific progress in his respective field. I believe this new house organ will be a means to this end.

This publication will extend to the field forces of the Department. These employees, because of their isolation, are called upon to perform a variety of technical, administrative and fiscal duties. They work at a disadvantage in their scattered out-posts, facing numerous problems with little or no opportunity to discuss them with their fellow-workers or to consult leaders with experience on the subject.

If it is advantageous that government workers know the workings of non-governmental business, it is even more to be desired that they know the most successful movements within their own ranks.

In one respect, the new house organ will serve as a vehicle in which to convey ideas from Washington to the field---ideas and information which will help solve the problems as they arise or indeed to prevent them arising. It is none the less a vehicle to bring from the field forces original ideas of use to the Washington staff or to field workers elsewhere.

This organ will fulfill a useful purpose if it successfully serves the Department as a clearing house---a dignified exchange market---

in which practices once used and found servicable, may be selected and appropriated to the advantage of others.

A business and personnel house organ offers a convenient opportunity for ingenious employees to contribute their observations to fellow-workers and, by so-doing, they will perform no less a service than if they balance an account, make a scientific discovery or administer a law.

Rational Office Procedure

What is rational office procedure? It is neither magic nor mystery, neither patchwork nor panacea. Rather, it is an order of thinking that coordinates all office activities and perfects the technique of specific functions. It guides and integrates such specialized tasks and responsibilities as personnel management, accounting etc. By intelligent study it seeks to understand the factors called human, to the end that the business machine may be adjusted to human nature.

---System, August, 1931

A New Point of Contact

The purpose of this informal publication is to promote a better mutual understanding between the central administration and the many scattered branches of the Department, in respect to the problems and activities of personnel and business administration. It will endeavor to present constructive suggestions and ideas of workers engaged in personnel and business activities, both public and private. It will particularly welcome contributions or suggestions from administrative officers, especially those in the field service.

It was my privilege recently to visit a number of the field offices and stations of the Department and through personal contact acquire a better understanding of the problems which confront some of our workers. Since it is not possible to visit all of the 1200 or more localities, where Department work is conducted, and confer personally with all workers, the Office of Personnel and Business Administration offers instead this publication as a medium of contact. It should carry many helpful suggestions and at the same time serve in the exchange of ideas that may lead to improvement of method or procedure.

With these thoughts in mind, may each reader accept "The Administrative Bulletin" in the spirit of cooperation and use it not alone for his own information, but likewise use it as a bearer of his best suggestions to fellow workmen.

W W Stockberger

Director of Personnel & Business Administration.

Women in the Federal Service

The United States Government has become the largest single employer of women in the land. In fact, the Government offers many an opportunity today to the woman who seeks a career.

Avice Marion Saint tells an interesting story of the rise of the woman in the field of government business in an article entitled, "Women in the Public Service," in the January-February edition of "Public Personnel Studies." It was a far cry, her story shows, from the appointment in 1862 of Jennie Douglas, the first woman worker, whose task it was to cut and trim federal currency with scissors, to the employment of 82,501 women at the start of the 1930 fiscal year.

Jennie Douglas took office, the record shows, without the sanction of Congress. In fact, the lawmakers had never once considered the woman as a potential worker. But eight years later they formally sanctioned employment of women as clerks. The Pendleton Act of 1883 opened 14,000 new positions and women filled many of them. An amendment of the Civil Service rules in 1910 specified that certifications be made regardless of sex, unless one sex were specified.

Solicitous of the treatment accorded women in the Federal Service, the Women's Bureau of the Department of Labor made a survey in 1919 and found that women were excluded from 60 per cent of all tests. Among 260 classes of positions open, 155 were open to men only. Women were excluded from 64 per cent of the professional positions and from 87 per cent of the mechanical and manufacturing positions. However, all but seven tests for

clerical positions were open to women. On the other hand, they found that among the 3,400,000 women employed outside of the Federal Government, 800,000 were in scientific fields. The Civil Service Commission then ruled that all tests were open to women and in the first two months of 1919 the government appointed 4,689 women and only 3,270 men.

The Bureau likewise found that women ranked low in the compensation scale. Eighty-six per cent of them were in the \$900 to \$1,299 class, as compared with 36 per cent of the men. Only five per cent of the women earned more than \$1,299 a year, as compared with 46 per cent of the men. Then followed the Personnel Classification Act, designating the rate of compensation for each specific type of work, irrespective of the sex of the worker.

Another survey in 1925 showed that about 18 per cent of the women employees in Washington and 52 per cent of the men earned more than \$1,860. Two-thirds of this small group of women held clerical, stenographic and typing positions; one-third pursued many occupations requiring specialized education and experience.

Five of the 82 commissioners or bureau heads, and 74 of the 1,104 minor administrative workers were women. Seven out of 49 administrative workers in the Office of Cooperative Extension Work were women; five out of 53 in scientific aid work; 67 out of 75 in library work. Thirty-five women received salaries ranging from \$3,600 to \$5,200 and eight from \$5,200 to \$6,500, while one received a salary of \$6,500.

During the 1929 fiscal year 15 per cent of those applicants who passed civil service examinations were women and 12 per cent of the appointments went to women. Among those women appointed, 85 per cent entered the clerical field; 11 per cent entered the scientific field; 3.4 per cent

entered the sub-professional field, and 2 per cent entered the administrative field. Only 2 per cent of the clerical appointees, 25 per cent of the sub-professional, 70 per cent of the scientific and 100 per cent of the administrative women appointees entered the service at more than \$1,860 a year.

In the District of Columbia about 40 per cent of the federal employees are women. But only 11 per cent of the federal employees elsewhere are women. And women's salaries today extend upward to \$10,000 a year.

At the close of business last December 31 the Federal Government had 94,163 women on the pay rolls. A ~~about~~ one-third of them worked in Washington; the others were scattered throughout the country. The Department of Agriculture employed 5,309 of them, less than one-half of whom work in Washington. The Post Office Department is the greatest employer of women, with 27,974 on the rolls, most of them scattered in the field.

It is significant that no major unit in the federal system is without womanpower. Even in the diminutive Fine Arts Commission, with its personnel of 3, one is a woman.

-----PBA-----

CIVIL SERVICE JOBS IN DEMAND

The volume of correspondence and number of inquiries about federal government positions reached a new peak at the Civil Service Commission headquarters in May. The Commission wrote 11,213 personal replies to such inquiries, mailed out more than 100,000 examination notices and 21,000 printed application forms during the month and conferred daily with more than 500 callers at Commission headquarters in Washington. An even greater number of inquiries reached the Commission's 13 district offices and 5,000 local boards of examiners.



Confer on Training for Government Service

University training for the national service was the topic of a joint conference of the University of Minnesota, the United States Civil Service Commission and certain other agencies, in Minneapolis, July 14-17. The Department of Agriculture was represented by Director W. W. Stockberger, and Director A. F. Woods.

Director Stockberger delivered an address on "The Personnel Problems of the United States Department of Agriculture." He traced these problems from the beginning of federal agricultural work in the Patent Office, through the various phases of expansion to the present complex structure of the Department. He indicated how the wide variety of specialists has created problems of administration and how the increasing demand for well prepared workers has made it more difficult to infuse new blood of the desired calibre into this organization. Dr. Stockberger analyzed the range of professional positions and salaries, indicated the distribution of various professions among the bureaus and also showed what colleges and universities supply most of the Department's workers in each scientific field.

Director Woods stated in an informal address, that the government service offers many opportunities for advancement in scientific work--as broad a range of opportunity, in fact, as do the universities of this country.

This conference was called for the purpose of providing contact between authorities on education and on federal government service so they could discuss the common responsibilities of training and recruiting

university graduates for the national service. The discussion centered around the following topics:

(1) The career aspects of federal service; (2) student and faculty attitudes towards public service; (3) universities as centers of training for public service, and resulting curricular problems; (4) present courses preparatory for national service; (5) present methods of informing qualified students of vacancies in the national service; (6) the form and content of training specifications for various positions in the federal service; (7) types of examinations for entrance into federal service; (8) salary ranges, opportunities for promotion and other conditions affecting careers in government service; and (9) possibilities for pursuit of graduate work within government departments.

The government was also represented at this conference by Thomas E. Campbell, President, H. A. Edson, Chief Examiner, and L. J. O'Rourke, Director of Research, all of whom are members of the Civil Service Commission; G. A. Youngquist, Assistant Attorney General; Ismar Baruch, Assistant Director of the Personnel Classification Board; E. Dana Durand, statistician and economist of the Tariff Commission; and L. B. Tuckerman of the Bureau of Standards.

BAE REQUISITIONS SUPPLIES QUARTERLY

Several field
offices of the
Bureau of Agri-
cultural Econom-

ics have been following the policy of placing requisitions for the most of their supplies in large lots at quarterly intervals and as a result have reduced transportation costs. F. J. Hughes, business manager of that bureau, is now attempting to make this a universal practice among all the bureau's offices.

"On the first day of each quarter," Mr. Hughes says, "the field men in charge of supplies make inventories and requisition all supplies likely to be needed during the ensuing three months. It is then possible to ship the supplies by freight at considerably less trouble and less cost than if the same supplies were in several small lots by express or parcel post.

"If requisitions for Pacific Coast and Gulf Coast field offices are placed far enough in advance, the supplies may be shipped by water even more economically than by land freight. The water rate from Washington to Los Angeles, for example, is \$1.20 a hundred pounds, with a minimum of \$3 per shipment. Shipments to Los Angeles by express cost \$11.65 a hundred, and by rail, \$3.93 a hundred."

Some other bureaus are making similar plans for handling their shipments of supplies to the field. Mr. Hughes suggests that all of the bureaus represented at a single field station might pool their orders and permit the Department to supply the quarterly needs of the entire station in a single large shipment.

INSURANCE FOR OPERATORS OF FEDERAL CARS

The driver of a
government-owned
automobile or truck
is legally liable

for personal injury or property damage due to his negligence, but can obtain a cheap form of group insurance to cover such liability.

An insurance company, whose name may be obtained from the Office of Personnel and Business Administration, has made an offer to provide employees of the Department

with a purely personal form of group insurance covering no particular car but protecting the driver of any government-owned car or any car assigned for government use. It does not apply to privately owned cars, even when operated on a mileage basis.

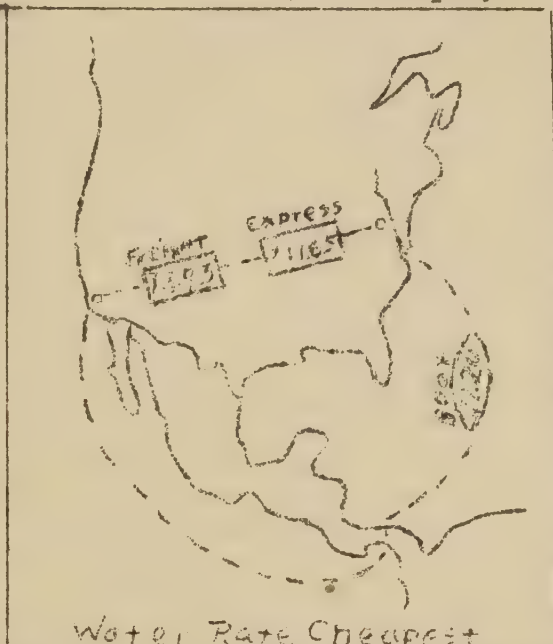
The insurance costs \$8 a year for personal injury damage up to \$5,000 for one and \$10,000 for two or more per-

sons and for property damage up to \$5,000. A policy covering twice as much personal injury and the same amount of property damage costs \$9.60.

The policy is in force from November 1 through October 31 of each year and the cost of insurance is the same for the whole year or any portion of the year.

---PBA---

The man who once so wisely said,
Be sure you're right, then go ahead,
Might well have added this, to wit,
Be sure you're wrong before you quit.



CIVIL SERVICE EFFICIENCY Far greater speed and efficiency in operation is the result of the complete reconstruction of the Civil Service Commission, according to E. C. Babcock, assistant secretary of the Commission. Certificates of eligibility are issuing from the Commission now seven times faster than was possible under the old order.

Increased efficiency was necessary, according to Mr. Babcock, because the Commission's work has been made heavier by unemployment. About 2,000 persons apply every day in New York City alone for positions as prohibition agents, while more than 5,000 persons applied recently to participate in a single stenographic and typing examination in Washington and nearly 35,000 persons applied for a filing clerk examination.

The Commission has been thoroughly reorganized since December 1, accomplishing the sole aim of greater efficiency. Now the Commission consists of eight major divisions: The Examining Division, the Service Record and Retirement Division, the Editing and Recruiting Division, the Research Division, the Accounts and Maintenance Division, the Correspondence Division and the Board of Appeals.

In addition to these eight major divisions of the Civil Service Commission at Washington, D. C., there are also 13 district offices, all of which likewise are under the administration of the secretary. The largest field office is located at New York City. Each office is a miniature Civil Service Commission, patterned after the headquarters at Washington and handling problems of local Federal agencies. However, examinations go to Washington for rating.

---PBA---

"The best boss doesn't boss; he inspires."---B.C. Forbes.

RECRUITING GOVERNMENT EMPLOYEES Recognizing recruiting as one of its chief services, the Civil Service Commission takes special pains to place the announcement of each examination before all persons who might be interested in or qualified for the position.

The Commission distributes these announcements to bulletin boards in about 5,000 first class and second class post offices, to the members of technical, professional and scientific societies, to schools and colleges, to newspapers and periodicals, to trade unions, to employment agencies and to radio stations. About fifty radio stations broadcast examination announcements regularly.

From experience, the Editing and Recruiting Division of the Commission can apply about the right kind of pressure to each announcement. As an example, examinations for railway postal clerks require little advertising, for there are always more applicants than needed. It is only necessary to make certain that no one is deprived of a chance to learn about the examination.

On the other extreme, the Division must constantly seek new ways of securing sufficient competition for technical, professional and scientific positions. For example, if there is to be an examination for botanists, advance notices go to the botanical journals, the departments of botany at colleges and to individual members of the Botanical Society of America. In addition to this, the announcements are distributed to certain regular lists.

Practically every occupation can be given such special attention. There are hundreds of mailing lists available for whatever purpose the Division may deem wise.

Cooperation is spelled with two letters---WE.---Geo. M. Verity.

Require Reasons for Failing to Appoint Service Men

Any bureau chief in the Department requesting the appointment of a non-veteran in preference to a veteran higher on the certificate must accompany his request with a detailed explanation of his reasons for preferring the non-veteran. This is the gist of an executive order issued by President Hoover on April 24, 1931.

Naturally it is a general practice to appoint veterans to positions for which they are well qualified. However, as frequently happens, a service man must be passed over and the executive order applies in such cases.

In the Department it has been the custom of appointing officers frequently to explain only in general terms why they do not appoint veterans, according to P. L. Gladmon, Chief of the Division of Appointments. The Bureau may be justified in selecting a person lower on the certificate but does not always make this justification clear to the Civil Service Commission. Mr. Gladmon can not send the report to the Commission when there is little likelihood of favorable action, but must return it to the bureau for greater detail.

An explanation should point out the phase of the non-veteran's training and background which better fits him for the position, and the handicaps, if any, which might prevent the veteran's performing the regular duties. By giving these details at the outset, the bureau can prevent much delay in obtaining the appointment.

The President's new ruling offers a protection to the departmental appointing officers, Mr. Gladmon points out. It is not at all uncommon for veterans, failing to receive appointments, to request an explanation as to why they have been passed over. A written explanation often serves a useful purpose.

This set of reasons for passing over the veteran with preference rating becomes a permanent part of the veteran's record of information, both in the Department and in the Civil Service Commission. However, the information does not become available to the veteran or to anyone else except in the discretion of the appointing officer.

The President further set forth that service in the World War or Spanish American War shall count full time as vocational experience required in qualifying for a civil service position, provided the applicant was interrupted in gaining the specified experience because of war service and further provided that he returned to that kind of occupation on discharge from the military service.

SHIPMENTS BETWEEN
ATLANTIC COAST
AND HONOLULU

Three steam-
ship carriers,
plying between
Atlantic Coast

ports and Honolulu, have agreed to freight rates of 75 cents a hundred pounds plus \$5.75 a ton for shipment of government freight between the carriers' regular ports of call on the North Atlantic and Honolulu. These rates will be effective until September 30.

These carriers specify a minimum charge of \$2.50 per bill of lading, unless otherwise indicated, and state that rates do not include marine insurance.

The companies list several exceptions to the above schedule of rates, among which are the following

- (1) Office furniture, \$10 a ton.
- (2) Household goods with declared valuation of 10 cents a pound, \$13 a ton.
- (3) Freight motortrucks or chassis, \$11 a ton (boxed) or \$13 a ton (unboxed).
- (4) Passenger automobiles, \$11 a ton (boxed) or \$15 a ton (unboxed).
- (5) Non-self-propelling vehicles in suitable packages, \$11 a ton.
- (6) Storage batteries, assembled with or without chemicals, and battery parts, \$12 a ton.
- (7) Iron or steel articles, fabricated or not fabricated, and rough castings, \$8 a ton (2240 pounds).
- (8) Iron or steel chain, loose or in packages, \$8 a ton (2240 lbs).
- (9) Lubricating oil, 60 cents a hundred pounds.
- (10) Wrought iron or steel pipe not exceeding 12 inches in diameter, loose or in bundles, \$8 a ton (2240 pounds).

By agreement, a ton consists of 2,000 pounds, unless otherwise specified, or 40 cubic feet, and carriers retain the right to designate either weight or volume measurement.

The traffic manager of the Department will supply further information to shippers.

EMPLOYEES NOT
TO SEEK PLANT
PATENTS

The Secretary ordered in a recent memorandum that no employee of the

Department of Agriculture shall file applications for plant patents---either public service or private patents.

Since the plant patent act and an executive order of October 1930 require the Department to assist the Patent Office in considering questions relating to plant patent applications, the Secretary considers it improper for any person interested in securing a patent under the law to help administer the law. In the absence of precedent, there is no way of knowing to what extent various employees of the Department may be called on to assist with the work.

In accordance with practice prevailing in the Patent Office, all plant patent applications referred to the Department for consideration will be preserved in secrecy.

---PBA---

FAIL TO PRESENT
GAS TAX EXEMPTION
CERTIFICATES

A few state highway departments have complained that

certain employees of the Department of Agriculture, operating government automobiles and trucks in their states, habitually claim exemption from the state gasoline taxes without presenting tax exemption certificates and identification cards.

Director W. W. Stockberger calls attention to the fact that all drivers of government cars or trucks and all persons who are likely to drive them should at all times have a supply of the books containing Forms 44 and 1066, bound together, and the identification card, form 45. There are plenty of these forms available and no driver need be without them. These forms are necessary in carrying out the exemption procedure prescribed by the Bureau of the Budget.

Departmental Discussions

WOULD HANDLE ADVERTISEMENTS FOR BIDS Field workers can frequently save worry and delay and at the same time simplify the work of the Division of Purchase, Sales and Traffic, according to Alex McC. Ashley, chief of that Division, by anticipating their needs early enough to allow this Division to handle the bid solicitation.

When bids are solicited in the field, Mr. Ashley has no opportunity to pass upon the adequacy and propriety of the specifications. Certain definite requirements of the Comptroller General's Office must be met or bids can not be accepted, irrespective of their lowness or the urgency of the need. Such defects in specifications often necessitate re-advertisement and general delay before the commodity can possibly be obtained.

"While readvertisement may develop slightly lower prices," Mr. Ashley says, "the original low bidder always feels that he is being discriminated against. This is not conducive to a general willingness to bid on government requirements, and in the long run tends to restrict the competition possible to be obtained.

"The prospective buyer should study his needs and decide in advance if the commodity he specifies can be obtained within the price limit. He should never make his specifications more elaborate than necessary, or they will invite high bids and sometimes all bids will exceed the allowable figure."

They are able because they think themselves able.

BUREAUS CAN EXPEDITE RETIREMENTS The Division of Appointments successfully handled disability retirements for 37 employees last year and gained final approval with somewhat less than the customary delay.

P. L. Gladmon, chief of the Division, explains that some delay is inevitable, because each applicant must be examined by a federal physician. On the other hand, the bureaus could prevent many unnecessary delays by giving complete information on the form, "Report to Accompany Applications for Retirement on Account of Disability," and sending it promptly.

The items, "Last Day of Active Service," and "Date Pay Ceased," are particularly necessary. However, every blank space on the form should be filled carefully.

When the blank form is printed again, the line reading, "Amount of Leave Granted During the Last Two Calendar Years," will read, "Amount of Leave Granted During Last Two Calendar Years of Active Service." Also, following the statement of leave will be a blank requesting the "Present Leave Status of Employee."

"This application should never be sent in until all of the information has been given," Mr. Gladmon says, "and should never be sent but once, unless it fails to reach this Division and another copy is requested."

----PBA----

"Tact is the knack of keeping quiet at the right time."

---George Horace Lorimer.

CARE OF U.S. PROPERTY IN THE FIELD It frequently happens that field stations retain property long after there ceases to be a need for it. On some occasions such property becomes lost, as happened recently with a typewriter at one station.

In this instance, the typewriter had been accounted for annually in the inventory, but evidently there had not been an actual physical check-up. Neither had the machine been reported as surplus property.

The Department calls attention to the responsibility of a man who signs a property inventory; he may be called upon at any time to make reimbursement from personal funds for the loss of any property for which he has assumed responsibility.

The logical way to avoid such an occurrence is to report surplus property when it is no longer needed and to check carefully each article in making an inventory.

---PBA---

JUST ANOTHER QUESTIONNAIRE For several years it has been the custom for the Department to issue a P.B.A. Circular at the close of each session of Congress giving a digest of legislation relating to the Department of Agriculture. Director Stockberger wishes to know your opinion of this practice. Do you wish it continued?

Yes? _____

No? _____

(Signed) _____

(Clip and Mail
to Director Stockberger)

SPECIFYING THE WAGE IN BUILDING CONSTRUCTION By a recent Act of Congress, every contractor erecting a federal building at a cost exceeding \$5,000 must pay his laborers and mechanics the prevailing local wage scale. Director Stockberger states that specifications for such construction must therefore include the clause, as follows:

"The rate of wage for all laborers and mechanics employed by the contractor, or any sub-contractor, on the public building covered by these specifications shall be not less than the prevailing rate of wages for work of a similar nature in the city, town, village or other civil division of the State in which the public building is located.

"In case any dispute arises as to what are the prevailing rates of wages for work of a similar nature applicable to the contract which can not be adjusted by the contracting officer, the matter shall be referred to the Secretary of Labor for determination and his decision thereon shall be conclusive on all parties to the contract, as provided in the Act of March 3, 1931 (Public No. 798)."

The local bureau officer is expected to take notice of any complaint of violation of this provision, attempt to adjust it between contractor and workman, and, if successful, report the terms to his bureau.

Failing adjustment, he then will make a written report of the incident in detail, addressing it to the Office of the Secretary through his bureau.

The Knack of Using the Telephone

Like the weather, telephone technique claims an unwieldy share of conversations when administrators and executives get together. Assuming that more can be done to improve telephone conversations than to better the weather, the fact remains that the would-be reformer can improve his own method of using the telephone and can do little more.

With this fact clearly in mind, The Administrative Bulletin proceeds to apply "more talk" to the subject of telephone conversations, but mostly to repeat some of the remarks that have already passed.

For instance, there is the opinion of Wilmer Alice Adams, writing in the Office Economist, that all messages should be put into writing. "Be sure that you understand a message and write it correctly," Miss Adams admonishes. "If the name is an unfamiliar one, request the caller to spell it. After writing the message, read it to the listener for any corrections." Miss Adams likewise is a member of the school of thought that insists on a caller's identifying himself and his business when his call is answered and telling whom he would like to speak to.

Not infrequently a telephone user complains that "Blank hangs up on me before I am through talking with him." On this point there has been almost unanimous agreement that the best way to prevent such an occurrence is to end the conversation in some unmistakable way. A polite "good bye" is effective enough.

Such are the opinions of some who want more satisfactory service. However, occasionally a voice is raised on another side of the argument, the voice of one whose business it is to help others gain the most satisfaction from telephone service. Such was the case recently

when J. L. Koehl, superintendent of the Telegraph and Telephone Section of the Department, offered some suggestions that should help the Department workers get the speediest and most satisfactory telephone service.

"Remembering that Department telephones are for the official use of many workers," he said, "one should make conversations brief and to the point. One sure way of avoiding congestion on the wire is to consult the directory always before calling a number. To transfer a call from one telephone to another, the correct procedure is to signal the operator from the telephone at which the call is received and ask her to "transfer this call to Number__." This will assure an immediate transfer.

Mr. Koehl also reminds that a voice will bear watching. "Keep it clear, distinct, well modulated and business-like." One-half inch from the mouthpiece is the best distance for distinct transmission.

And while speaking of cultivating the voice it may not be a-miss to quote from a letter written by the cultured Lord Chesterfield to his son two centuries ago. "I am credibly informed that there is still a hitch or hobble in your enunciation," he wrote, "and that when you speak fast you sometimes speak unintelligibly. Your trade is to speak well, both in public and in private. I must, therefore only repeat that your whole future depends on it."

Gleanings from the World of Business

CALIFORNIA U. TO STUDY GOVERNMENT ADMINISTRATION A few months ago the University of California created a Bureau of Public Information to study systematically the fundamentals of governmental business and to prepare teaching material based on its discoveries. Dr. Samuel C. May, professor of political science, became the new director.

The new bureau coordinates the research among the various departments of the University interested in governmental administration and establishes cooperative programs of research in those fields of public administration not already fully developed at the University. The Bureau will later publish the results of its studies and, finally will incorporate them into the University's curriculum.

Dr. May plans to make the study of opportunities and requirements of public service a continuous project. In this way he can keep the course of training up to date and at the same time keep in close touch with openings for properly prepared graduates.

---PBA---

COORDINATE COMMERCIAL EDUCATION American leaders in the field of commercial education made a move to coordinate all of their instructional activities along similar lines May 6, when they organized the American Council on Education for Business.

The Council was organized by members of the American chapter of the International Society of Commercial Education in Washington. The council will attempt to establish in this country the principles which the in-

ternational body is promoting throughout the world. Sixteen hundred individuals of 29 nationalities, representing 400 institutions make up the membership of the international Society.

WOMEN LIKE WORK The University of Michigan and the National Federation of Business and Professional Women's Clubs deduced from a recent questionnaire that most women in the higher occupational levels like their jobs.

Only a few occupations are consistently like or disliked. Among the 13,752 women answering the questionnaire, there was a nearly unanimous agreement that it is desirable to be in business for oneself, to be a home-maker, a secretary or a social worker. They almost unanimously scorned the jobs as barber, book agent, chiropodist, elevator operator and laundress.

Most of the women answering the questionnaire were single and half of them were more than 37 years of age.

---PBA---

PLANNING THE DAY'S PROGRAM He who every morning plans the transactions of the day and follows out that plan carries a thread that will guide him through the labyrinth of the most busy life. The orderly arrangement of his time is like a ray of light which darts itself through all occupations. But when no plan is laid, where the disposal of time is surrendered merely to the chance of incidents, chaos will soon reign.--Victor Hugo.

TRAINING FOR RESPONSIBILITY

"The Graduate School has justified the optimism of its sponsors," says Dr. A. F. Woods, Director of Scientific Work and the Graduate School. "A recent analysis of questionnaire blanks filled out by persons who had availed themselves of the opportunity to attend classes in the Graduate School, showed noteworthy advances to positions of increased responsibility and compensation.

"Although employees in clerical grades enrolled in some of the classes, the benefits accruing to such students were less noticeable than were recorded among those in technical grades.

"Admitting that the Graduate School deals essentially with technical subjects, proposals to include courses by which clerical, administrative, and fiscal workers may prepare themselves for increased responsibilities are receiving consideration.

"The School has grown rapidly in numbers and scope of work. Several new advanced courses are included in next year's program. The announcement is now ready for distribution."

---PBA---

DOUBLE-DUTY LETTERS

An extra carbon copy makes one letter or memo perform the tasks of two letters. And yet, according to the complaints of administrative officers, few letter-writers in the Department take advantage of this simple efficiency measure.

W. A. Jump, Assistant Director of Personnel and Business Administration and Budget Officer of the Department, recently took occasion to remark that in his own experience he had frequently been inconvenienced by failure to receive a carbon copy of letters addressed to other persons and containing information he should have. "Whenever a person dictates a letter he should ask himself whether someone in addition to the addressee should receive a carbon copy," Mr. Jump said.

Some occasions call for a carbon copy to accompany the original letter. Particularly when the writer is answering an inquiry made by the addressee on behalf of a third party, if he accompanies the original letter with a carbon copy, the addressee may save the writing of an extra letter by forwarding the carbon copy.

An extra carbon copy may be the means of "killing two birds with one stone."

---PBA---

MEAN WHO STOP GROWING EARLY

A young man, perhaps thirty or thirty-one, well set-up, had come in to ask our help in finding a job as superintendent or plant manager or even as an assistant. He was a college man, out ten years. He had started at the bottom and worked up. He wasn't complaining about hard work or long hours. He had enjoyed them, in fact.

"I have a job," he said, "but I seem to be up against a stone wall--seem to have gotten as far as I can go. I don't see anything ahead. I have a family of growing children and want to make a change before it is too late."

"Have you kept up your reading?" we asked him. "No," said our visitor quite frankly, "I haven't done any reading--not even technical journals--in recent years."

We looked out of the window for a moment, turning over in our mind the tremendous changes that take place in industry every year and the stream of similar men who come to our office. Some, young college men, some, middle-aged or older men. Almost without exception they have stopped growing. They don't read. They seem to be not fully conscious of the changes taking place all around them. They acquire a sagged down appearance. The stream of progress passes them by.---From Factory and Industrial Management.

Something to Read

The Makings of an Executive

"The executive has to work with a machine composed of human beings subject to unpredictable variations due to digestion, the weather, love affairs, worry and a thousand other human factors." In these words, a writer in the August edition of "Nation's Business" sums up the factors on which largely depends success or failure of an executive. It is a rule, well known to most employees, that the office invariably reflects the personality of the boss.

The chief bookkeeper rags his clerk because his wife has nagged him the night before, the writer explains. The switchboard girl gets her connections twisted because she is worried about the rent. The stenographer has a nervous tantrum because her boy friend breaks a date. And so on through the office.

The flaws of this human machinery come out under the strain of office work because the boss does not really understand the business of an executive. The Business of the executive, so far as it concerns getting the best of work out of his employees, is to delegate responsibility.

Obviously, if the boss could do all of the work himself he would not need employees. Since he needs employees, he must give them part of his responsibilities, in the right measure and of the right kind.

Every employee, barring none, likes responsibility--at least so much of it as he believes he can handle. It feeds his self-esteem; it enables him to hold up his head

in a suspicious or indifferent world. There is nobody in any office who can't be trusted to do something, however little, in his own way and according to his own judgment---or if there is, he should be fired immediately; he is hopeless material.

"Write that letter your own way Miss Wadsworth"---the letter may be the most routine acknowledgment, but the little scrap of responsibility will do more to make her a dependable part of the office machinery than half a dozen compliments on her accurate typing, which she takes for granted.

So, from this writer's point of view, the boss' problem is not only to assign the responsibility which he can't take on his shoulders, but to assign as much of it as his staff can carry. The more the better, so long as he does not give too much. He must know in the case of each employee how much is too much.

The boss who knows how to make each employee a responsible boss in his own little sphere has solved the problem of office-loyalty.

A score card providing a means of arriving at the boss's efficiency rating appears with the article. Although it may not be infalliable, it unmistakably contains the germ of an idea which may be helpful to many administrative workers.

The publishers of Nation's business, whose headquarters are in the United States Chamber of Commerce Building, Washington, D. C., have offered to send free as many copies of this questionnaire as any writer might need for a test.

It will be noted that several of the questions concern the employee more directly than the employer. But they help arrive at an understanding of the boss's ability to make others efficient in their work.

The value of an administrative leader having his employees rate him on such a score card is that it gives him an opportunity to see himself mirrored in the estimations of others. But the usefulness depends on frankness and care in answering all questions. Here are the questions:

| SCORE CARD TO BE FILLED | | Per- | Your |
|---|-------|------|-------|
| BY EMPLOYEES | | fect | Score |
| | Score | | |
| 1. Do you feel confident that you can do your job?..... | 7 | | _____ |
| 2. Do you know exactly what is expected of you?..... | 4 | | _____ |
| 3. Is the boss willing, after you have proved that you know your job, to let you do it your own way?..... | 10 | | _____ |
| 4. Does he know and appreciate your work when it is good?.. | 4 | | _____ |
| 5. Are you kept busy?..... | 5 | | _____ |
| 6. Will you not be fired without fair reason and warning?.. | 5 | | _____ |
| 7. Do you feel free from snooping and spies?..... | 4 | | _____ |
| 8. Does your boss give you full attention when you talk to him?..... | 3 | | _____ |
| 9. Is he as courteous to his employees as to visitors?.... | 2 | | _____ |
| 10. Does he praise you at least once in six months?..... | 3 | | _____ |
| 11. When talking to him about your job, do you feel that you are talking to him as an equal?..... | 3 | | _____ |
| 12. Do you feel unembarrassed when asking for a raise?..... | 3 | | _____ |
| 13. In mistakes is he more interested in finding the <u>cause</u> than in fixing the <u>blame</u> ?..... | 7 | | _____ |
| 14. Can he overlook occasional minor infractions and errors? | 3 | | _____ |
| 15. Does he ever raise salaries before he is asked to?..... | 3 | | _____ |
| 16. Does he ever stand up for an employee when the latter has blundered?..... | 3 | | _____ |
| 17. Does he try to spare the self-respect of those whom he fires?..... | 4 | | _____ |
| 18. Is he calm in a crisis?..... | 4 | | _____ |
| 19. Can he take a joke when things go wrong?..... | 1 | | _____ |
| 20. Does he ever admit that he doesn't know?..... | 4 | | _____ |
| 21. When he is wrong, does he admit it cheerfully?..... | 2 | | _____ |
| 22. Does he welcome innovations in routine?..... | 3 | | _____ |
| 23. Does he accept the failure of these innovations without resentment?..... | 2 | | _____ |
| 24. Are you proud of the office's success?..... | 4 | | _____ |
| 25. Could the office run smoothly if the boss were sick?... | 7 | | _____ |
| Total..... | 100% | | _____ |

TIRED WORKERS, "That tired feel-
POOR WORKERS ing" is the gravest
 enemy of efficiency
 and safety, according to Dr. C. O.
 Sappington, director of industrial
 health of the National Safety Coun-
 cil. Fatigue, the greatest industrial
 disease, is spreading like an epi-
 demic.

In an article in the June edition
 of *Factory and Industrial Manage-*
ment, entitled, "Tired Workers are
 Poor Workers," Dr. Sappington says
 that most persons think of fatigue
 in terms of tired muscles, whereas,
 it generally is a tiring of the nerv-
 ous system and nervous exhaustion.
 One ordinarily recovers promptly from
 tired muscles, but not so readily
 or so completely from mental or nerv-
 ous exhaustion.

Mental and nervous fatigues are
 caused by using the mind too inten-
 sively or too long, or by whipping
 up the physical energy or mental re-
 actions beyond the point of ordinary
 mental or physical resistance. The
 wrong mental attitude, the inability
 to adjust to changing conditions,
 the worry habit and the hurry habit
 are mentioned as the chief causes of
 emotional upsets, which in turn lead
 to chronic fatigue.

The great majority of workers
 must conserve energy, and everyone
 must learn for himself the pace he
 can withstand without abuse. The
 author prescribes several antidotes
 for fatigue, among which are liberal
 doses of rest, relaxation, good
 humor, and hobbies.

---PBA---

TRAINING A supervisor should
UNDERSTUDIES train his men not only
 to do their own par-
 ticular jobs, but two or three jobs
 each. Taylor and Gilbreth spoke of
 this system as "three-men jobs" and
 "three-job men".

There should be, then, a teacher,

a worker, and a student on each job.
 Organizations not provided with
 understudies for all important po-
 sitions become, or think that they
 become indispensable. The supervisor
 properly supported by management,
 should see that none of his men fall
 into this frame of mind and should
 avoid it himself.--J.C.Lindsey, in
 "The Foreman".

---PBA---

REVAMPING A The mental picture
PERSONALITY a man has of himself
 exerts a powerful in-
 fluence in the direction of "good"
 and "bad" behavior, superman and in-
 ferior adjustments and criminal and
 creative activities, according to
 J.H. Denison in his new book, "The
 Enlargement of Personality."

In order to change the self or
 behavior pattern, the individual
 must be dissatisfied with himself
 and his adjustment to society, and
 while in this state come under the
 influence of powerful emotion, such
 as those engendered by love, fear or
 supercharged religious situations,
 he says. Nothing could be better for
 a man than to have the finest pos-
 sible concept of himself. To enlarge
 a man's powers while he still has an
 ignoble concept of himself is of
 dubious value.

The self may be temporarily or
 permanently enlarged by annexation
 and intensification of interests, by
 expansion and irradiation of inter-
 ests, by projection, by conflict, by
 emotion and by suggestion. Although
 it seems impossible to create new
 abilities in any man, it is probable
 that if every man used to the max-
 imum the abilities he possesses, the
 world would be full of Caesars and
 Napoleons.

And so through 15 chapters does
 Denison discuss the factors involved
 in the pattern of personality, or
 the picture or ideal of one's self.

HOW MUCH DOES THE AMERICAN FAMILY EARN? The "average" family income in the United States is much greater than is generally supposed, Daniel Starch, formerly of the University of Wisconsin and of the Graduate School of Business of Harvard University, says in his new book, "The Income of The American Family."

Mr. Starch says that customary "guesstimates" to the effect that 80 or 90 per cent of American families subsist on incomes of \$2,000 or less would seem somewhat irregular, when the reader pauses to consider that eight out of every ten families support automobiles. In fact, from his interviews of 63,000 families in more than 200 representative communities of all sizes, Mr. Starch found that a considerable percentage of the nation's families have incomes in normal times greatly exceeding \$2,000.

This book presents several interesting facts about the number of earners contributing to families in various circumstances. Of particular interest is the portion of the book dealing with the incomes of farmers and of the relationship of these farmer-incomes to the general prosperity of the nation. None the less fascinating is his discussion of the relative purchasing powers of incomes in various sized communities.

---PBA---

OSTRICH-LIKE TENDENCIES As for the ostrich and his reputed habit of hiding his head in the sand, why is it that humans regard that trick with such superiority and amusement? Is it because we are all so much more expert at that device than any ostrich could ever be?---The Drifter, in "The Nation."

READING FOR PERSONNEL A personnel worker will find a wealth of instructive reading material to broaden his understanding of his "stock in trade"---personalities. Among the best of books on the subject are the following:

McDougal's "Introduction to Social Psychology", Davenport's "The Train Book", Meyerson's "Foundations of Personality", Salmon's "Mind and Medicine", Anderson's "Psychiatry in Industry", and Marston's "Emotions of Normal People".

The National Committee for Mental Hygiene, New York City, publishes a catalog of reference pamphlets helpful along such lines, as well as some worthwhile references for general reading in that field.

---PBA---

COLLEGE GRAD'S POINT OF VIEW "The greatest difficulty in our plants," according to Harvey S. Firestone, president of the Firestone Rubber Company, "is to convince a newcomer, fresh-from-college, that he must change his thought action from learning to doing. Modern industry has no place for a young man who wants to learn the business. What we want is a young man, who uses his education to accomplish something."

---PBA---

CHOOSING A LIFE WORK "It should not be difficult for any young man contemplating the civil service as a career to select some one kind of work and, with the highest post in this line as his goal, to work himself up to a good position, in which he will find personal satisfaction, and which will give him, as a government employee, a certain dignity and standing in his community."---William Rosengarten, in "Choosing Your Life Work."

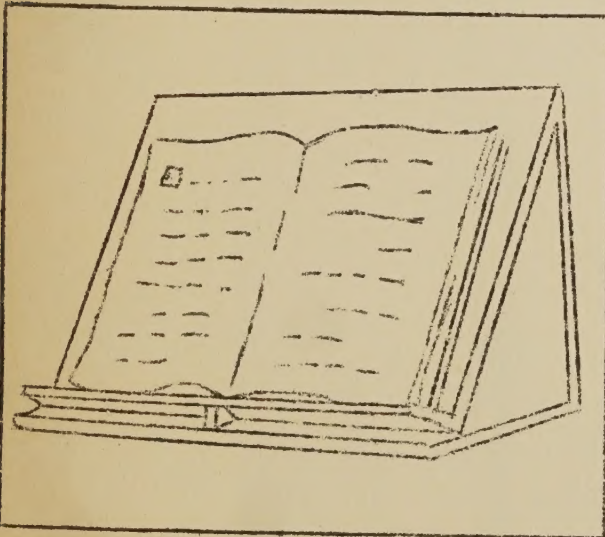
New and Useful Devices

A BOOK HOLDER FOR COPY WORK

A New Jersey insurance company, has devised a simple

but effective home-made holder for loose-leaf books to be used in transcribing or copy work.

The holder is made of plain boards. It varies in dimensions to suit the particular purpose. The cross section or end view of this device is in the form of a right-angle triangle, with the shortest side for the bottom, the vertical side for the back and the long side forming a sloping support for the leaning book. A narrow strip at the bottom of and perpendicular to the sloping surface acts as a support for the bottom edge of the book.



NEW STAMPING DEVICE

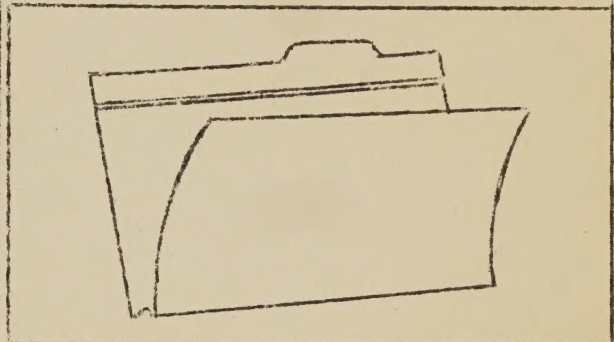
One company has come on the market with a hand stamping

device, somewhat resembling a rubber stamp, but employing a stencil to reproduce either typewriting or drawings. The body of the stamping device consists of an ink pad and the stencil is stretched over the pad. The stencil stamp contains enough ink for many copies.

REINFORCED FOLDERS

A filing folder which is reinforced on the tab edge

was recently introduced on the market. The folder is double thickness where the wear comes, while the body is only single thickness, where it occupies space in the files.



PORTABLE TYPE- WRITER WITH ADAPTABLE CASE

One typewriter manufacturer markets a portable typewriter in an

attractive dual-purpose case, a product which might prove serviceable to workers who travel considerably.

The typewriter fits the case and may be carried conveniently on travels. However, if at any time the owner needs an extra piece of luggage for a trip and does not need the typewriter, he may use the case as a travelling bag.

ADJUSTABLE DESK TRAY

A handy adjustable desk tray with compartments for

pins, clips, pens, pencils and other small desk supplies takes the place of several scattered containers on the desk. These trays are narrow, fitting at the front of a drawer without occupying much room, and are adjustable in length to fit any drawer.

